Sidai Africa Ltd:
A sustainable approach to professional livestock service delivery
Dr Christie Peacock, Founder and Chairman
What do livestock keepers need?

- effective advice on all aspects of livestock production on feeding & management
- quality inputs & services
- routine vaccination & parasite control
- reliable market
Who do farmers need?

Ideally a multidisciplinary team

Which professionals do farmers actually meet?

Farmer

Nutritionist

AI Technician

Livestock Technician

Breeder

Veterinarian

Dairy Hygiene

Fodder & fodder conservation specialist

Farmer

Livestock Technician

Livestock Technician

AI

Veterinarian

Livestock Technician

Livestock Technician

AI
Multiple names

- Paravets
- Para-veterinary professionals
- Veterinary para-professionals
- Veterinary Technician
- Animal Health Assistant
- Livestock Technician

Multiple functions in the field

- Vaccination*
- Treatment*

Advice on:
- nutrition, feeding, fodder
- housing,
- breeding,
- dairy hygiene,
- reproduction everything!

- AI
- Meat inspection*

Sale of:
- feeds, hay
- minerals,
- Sale/use of OTC & POM medicines*
- equipment
- genetics (semen, day old chicks etc)

- * require supervision by qualified veterinarian
Why Sidai?

The Challenge in Kenya

Two worlds……..

Mixed farming dairy & poultry areas

Regulated professionals

Low barriers to entry to sell inputs, non‐professionals or quacks (80% of retailers of inputs) poorly regulated

Animal production ‘medicalised’

Farmers’ ignorance exploited

How can professionals BE professionals?

Arid areas

46m livestock (9m cattle, 13m sheep, 21m goats, 3m camels and 2m donkeys)

75% of national herd, valued at $3.4bn

BUT only 1% of the veterinarians

'Market' dominated by short‐term donor‐funded subsidised interventions distorts local market & creates dependency

How can professionals make a living?
Poor quality products
inefficient distribution & delivery systems

**Poor quality manufacturing**
e.g. 60% suspected sub-standard

**Poor outcomes & drug resistance**
e.g. T.vivax resistant to all drugs except D. aceturate

**Incorrect dosage & administration**
Farmers underestimate cattle weight by 50%

**Incorrect product**
Treating symptoms of underlying problem

**Poor transport and handling**
e.g. antibiotics explode in the heat

**Inaccurate analysis**
>80% retailers unqualified

**Good quality manufacturing**
Sidai Africa Ltd is a social business offering:

- quality veterinary and livestock services through a network of
- branded Company-Run or franchised owned by
- qualified personnel

Focus on

- good nutrition & preventing disease
**Sidai’s business format franchising model**

**OPEN NEW VALUE CHAINS**
- Livestock traders
- Food processors e.g. Brookside
- Supermarkets e.g. Uchumi

**FRANCHISEE VALUE PROPOSITION**
- Source and purchase products
- Branding & marketing
- Business training & IT
- Technical training, diagnostics
- Access to competitive finance
- New business opportunities e.g. ECF vaccine

<table>
<thead>
<tr>
<th>Franchisee Value Proposition</th>
<th>Livestock Services Franchisor</th>
<th>Board</th>
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<tbody>
<tr>
<td>Franchise</td>
<td>Franchise</td>
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<tr>
<td>Farmers</td>
<td>Pastoralists</td>
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- Farmers
- Pastoralists
- Farmers
Advantages of franchising in poorly regulated and fragmented markets

| Quality-assured services | • Quality assured products and services  
|                          | • Offers farmers choice -> Drives out malpractice |
| Scalable and durable     | • Ease of operation `Business in a Box’  
|                          | • Greater chance of start-up success and business growth |
| Economies of scale       | • Increased buying power of the network  
|                          | • Opens up marketing and processing opportunities |
‘Sidai’ means ‘good’

Building a brand farmers can trust

‘One-stop shop’ for all farmers’ needs
(40% sales crop inputs in farming areas)
Revolutionise customer service

From this......
Open farmer-friendly, information-rich interior, farmers meet qualified people

Field Lab – FEC’s, blood parasites

Prices displayed

Transforming retail space into a learning environment & taking services on to farms
Sidai has 108 outlets & 8 distribution hubs (3.5 years)
Vaccination teams ECF and NCD
25% veterinarians, 65% livestock technicians (200 qualified people)
Customers: >100,000
Sidai Business Hub

Company Run Store
Managed by qualified veterinarian
Supervises staff & franchisees

FRANCHISEE VALUE
PROPOSITION
• Supply products
• Branding & marketing
• Business training & IT
• Technical training
• Access to finance
• New bus opportunities

Franchisees
## Improving current agro-vet practice

<table>
<thead>
<tr>
<th>Current practice</th>
<th>Sidai practice</th>
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<tbody>
<tr>
<td>Treat symptoms</td>
<td>Prevent disease through good feeding, management and routine vaccination (Herd Health Packages)</td>
</tr>
<tr>
<td>Poor quality products</td>
<td>Good quality products</td>
</tr>
<tr>
<td>Remote diagnosis</td>
<td>Accurate diagnosis using mini labs, PAD tests etc</td>
</tr>
<tr>
<td>No farmer training</td>
<td>Regular farmer training and support to co-ops, groups etc</td>
</tr>
<tr>
<td>Selling on price</td>
<td>Adding value to product through training and advice</td>
</tr>
<tr>
<td>Transactional relationship with farmer</td>
<td>Lifetime relationship with farmer</td>
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Sidai promotes vaccination
Very low livestock vaccination rates in Africa (except commercial poultry sector)
Confusion in role of public and private sectors and nature of vaccines

Sidai aims to make vaccination routine

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<thead>
<tr>
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<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td>Poultry vaccines</td>
<td>800,000</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Ruminant vaccines</td>
<td>174,306</td>
<td>600,000</td>
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Livestock Technicians
—the Cinderellas of the livestock sector

✓ Entrepreneurial, flexible
✓ Prepared to live in remote locations
✓ Able to relate well to farmers
✓ Happy to get hands dirty
✓ Eager to learn

✓ Critical frontline service provider to farmers in all aspects of livestock production
✓ Critical link - refer up and down
✓ Critical disease surveillance
✓ Vital in vaccination
A new vision for vaccine delivery? Livestock technicians are key

- Agree routine vaccination program
- Farmers/pastoralists encouraged to vaccinate routinely by gov’t and PS
- Private sector allowed to sell routine vaccines
- Good records kept and reports to DVS
- Private sector contracted to control disease outbreaks or deliver major campaigns under sanitary mandates

- Routine vaccine market in Kenya ~$150m-200m/yr
- 17m cattle x 6 vaccines/yr
- 350,000/day possible with current manpower
Dr Paul Sanga – Sidai franchisee

- Started with one small box of drugs
- Excellent clinician and businessman
- Now has 5 shops
- Turns over $25,000-$40,000 per month
- Employs 6 livestock technicians, mostly field-based
- Very active in vaccination and extension
- Involved in GALVmed/Sidai village poultry vaccination campaign
MILK VALUE CHAIN
Private milk hub

Payments through check-off system

MILK PROCESSOR Pays farmers after deducting cost of inputs

MILK COOLER Farmers deliver milk

SIDAI FRANCHISE supplies inputs and services e.1,500l/d-> 5,000l/d 2 mths
Next phase of growth supported by equity investment from Lundin Foundation and Bill & Melinda Gates Foundation

• Improve supply chain
• Professional development
• Farmer training
• Regional expansion
Future plans.....Sidai Academy

*industry relevant practical training- delivering results on farm*

**Sidai Academy**

- **Business**
  - Stock management
  - Cash
  - Marketing
  - Field craft

- **Technical**
  - Poultry
  - Dairy
  - Camel
  - Diagnostics
  - Crops
  - Fish

- **On/off-line & Face-to-face Training**

- **Sidai staff**

- **Franchisees**

- **Franchisees staff**

- **Interns**

- **Professionals outside Sidai network**

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**FARMERS - Sidai Farmer’s Clubs - FARMERS**
... INVESTMENT IN A SUPPLY CHAIN OF PEOPLE BECOMES A NECESSITY

Online Sidai Academy
Access AMI courses
Sidai’s own technical and bespoke business courses

Regular specialist commercial poultry training
Highly rated quarterly training courses

Internship Programme
25 veterinary graduates p.a. attached to Sidai outlets and franchisees
Potential for international interns to support international expansion

Improving Sidai practice
Global leaders in clinical excellence through practice, training & research
Professional exchange and external audit of Sidai
Sidai’s Vision

A national network of professionals delivering quality products, services, knowledge & market linkages to farmers that improves their incomes and lives
“The best is the enemy of the good”
Voltaire

For laws to work need two things

✓ Co-operation of those to be governed
✓ Laws that are enforceable and practical in the real world

Without these, laws fall into disrepute